**State of Washington
Washington State Department of Health**

**Human Resource
Management Report**

Office of **HR**
Department of Health

April 30, 2007

Managers' Logic Model for Workforce Management

Washington State Department of Health

	Outputs	Initial Outcomes	Intermediate Outcomes	
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

Ultimate Outcomes

Employees are committed to the work they do & the goals of the organization

Productive, successful employees are retained

State has workforce depth & breadth needed for present and future success

Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.

Standard Performance Measures

Washington State Department of Health

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Safety & workers compensation claims measure (TBD)

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Health
Washington State Department of

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Workforce Management Expectations

Percent supervisors with current performance expectations for workforce management = 100%

Total # of supervisors with current performance expectations for workforce management = 319
Total # of supervisors = 319

Management Profile

Number of WMS employees = 152
Percent of agency workforce that is WMS = 10.6%

Number of all Managers* = 157

Percent of agency workforce that is Managers* = 11%

* Headcount in positions coded as "Manager" (includes EMS, WMS)

WMS Management Type

Management 93%

Consultant 4%

Policy 3%

Manager	141
Consultant	6
Policy	5
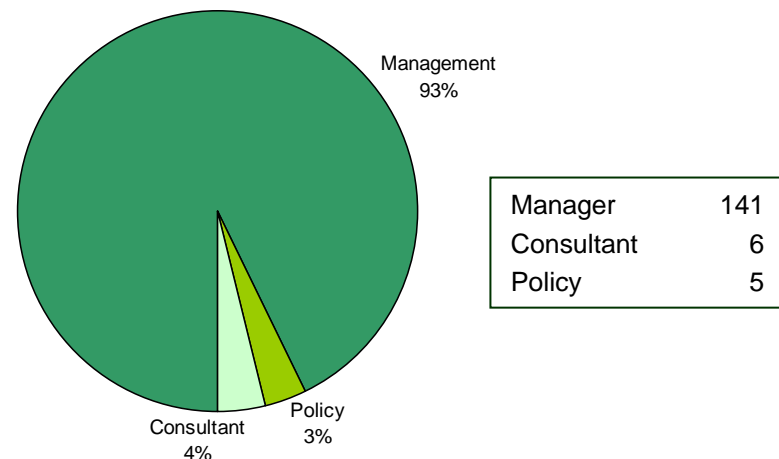
Analysis:

- Mary Selecky communicated her expectations to the DOH Senior Management Team (SMT) and Chief Administrators on May 30, 2006.

- The SMT members shared that information with their management teams and supervisors during June and early July.

- Challenge; how to keep current with new supervisors and managers?

Action Steps:

- The HR office has a quality initiative workgroup reviewing the new employee and supervisory packets. As part of this review we will identify if this notification can be included for new supervisors and managers. TARGET: June, 2007

Workforce Management Expectations Data as of 1/31/07
Source: Secretary's Selecky's memo, May 30, 2006 and HR Portal Evaluation Database

WMS Management Type data as of 12/2006
Source: HRMS/BW

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Plan & Align Workforce

Current Position/Competency Descriptions

Washington State Department of Health

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Percent employees with current position/competency descriptions = 59%

July 1 through December 31, 2006:

Total # of employees with current position/competency descriptions* = 782

Total # of employees* = 1316

*Applies to employees in permanent positions, both WMS & WGS

Analysis:

- Began tracking position description forms (PDF) during March/April 2006 as part of the performance and development plan tracking.

- Data represents all PDFs reviewed and determined to be current or updated.

- Challenge; when we set up the tracking system we could only track PDFs as part of the performance and development process. If a form comes in separately, we are not able to track it, because the current tracking system is based off the person, not the position.

Action Steps:

- The HR Director continues to work with IT staff to refine datasets to meet our position based system and reporting needs. We will change the data collection process so that PDFs updated outside of the performance and development process are also tracked. TARGET: August, 2007

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.
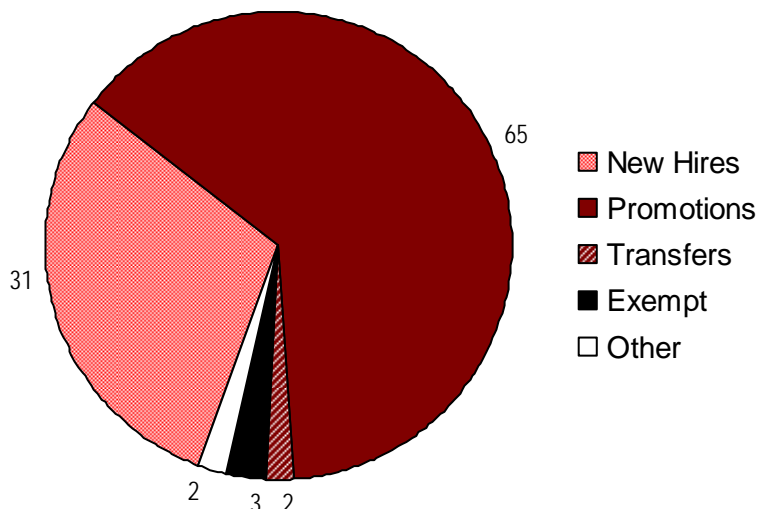
Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Washington State Department of Health

Time-to-fill Funded Vacancies July – September 2006
(Positions Filled Utilizing Full Recruitment Process)

Department of Personnel Recruitment Process
     Average Number of Days to fill*:   96
     Number of vacancies filled: 32

Department of Health (Decentralized Recruitment Process)
     Average Number of Days to fill*:   75
     Number of vacancies filled: 5

*Equals # of days from hiring requisition to job offer acceptance

Time-to-fill Funded Vacancies October – December 2006
(Positions Filled Utilizing Full Recruitment Process)

Department of Personnel Recruitment Process
     Average Number of Days to fill*:   109
     Number of vacancies filled: 1

Department of Health (Decentralized Recruitment Process)
     Average Number of Days to fill*:   64
     Number of vacancies filled: 44

*Equals # of days from hiring requisition to job offer acceptance

Candidate Quality
(Data Not Available During This Time Frame)

	Percent	Number
Candidates interviewed who had competencies needed for the job	[XX]%	[XX]
Hiring managers who indicated they could hire best candidate	[XX]%	[XX]

Analysis:

- Notified in July 2006 DOP will transition recruitment to DOH.

- Aug 2006, DOP began to transition recruitment to DOH.

- Staff resources identified (2 FTE) and approved (Aug 2006).

- Aug/Oct, DOH used simplified decentralized recruitment system as interim until E-Recruiting was available for assessment.

- Late December determined additional FTE needs (1 FTE).

Action Steps:

- Recruited and hired HRC 1 in Sept 2006, and a Recruitment and Assessment Coordinator in Oct 2006.

- DOH assessed E-Recruiting and determined agency decentralized approach was more effective for our specific needs. Created an initial decentralized recruitment process by Oct 2006.

- HR recruitment staff are working with IT staff to refine process and reporting options:

  - Tracking Candidate Quality (April 2007)

  - Tracking "Hired Best" candidate information (April 2007)

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Types of Appointments

- 65 — New Hires
- 31 — Promotions
- 2 — Transfers
- 3 — Exempt
- 2 — Other

Legend:
▨ New Hires
■ Promotions
▨ Transfers
■ Exempt
□ Other

Total number of appointments = 103*

"Other" = Demotions, re-employment, reversion & RIF appointments

Time period = 7/2006 through 12/2006

Separation During Review Period

Probationary separations - Voluntary	3
Probationary separations - Involuntary	1
Total Probationary Separations	*4*
Trial Service separations - Voluntary	2
Trial Service separations - Involuntary	0
Total Trial Service Separations	*2*
Total Separations During Review Period	**6**

Time period = 7/2006 through 12/2006

Analysis:

- Types of appointments includes appointments to permanent vacant positions only (excludes reassignments).
- Data does not include movement to other state agencies (HRMS does not track that type of internal movement).
- The majority of the promotions were from within the state or the agency.
- This data represents a 2 to 1 ratio of promotions to new hires.

Action Steps:

- Continue outreach efforts to identify new candidate sources.
- We are focusing on building competent and diverse candidate pools using our GAAPCom goals as guidance.

Data as of 12/2006
Source: HRMS/BW

Deploy Workforce

Current Performance Expectations

Health
Washington State Department of

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
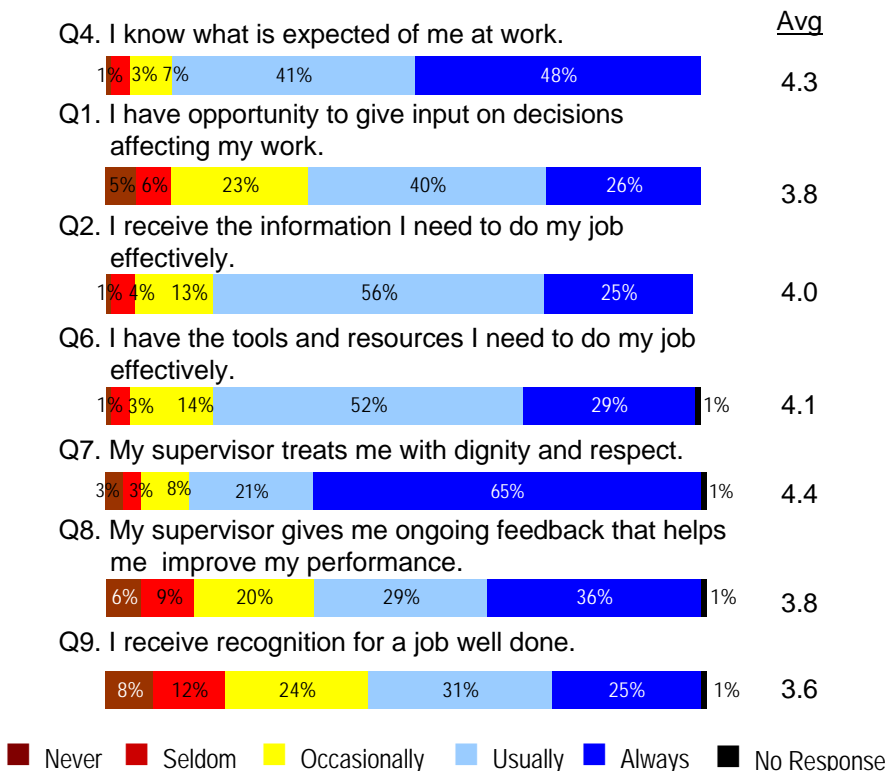
Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Percent employees with current performance expectations = 42%

Total # of employees with current performance expectations* = 272

Total # of employees* = 646

*Applies to employees in permanent positions, both WMS & WGS

Analysis:

- The HR Portal is how we document and report data on performance planning (i.e., all portions of the performance and development process and position description updates). Developed summer of 2006 and in continuous refinement. Challenge: report accuracy has been difficult to validate.

- Updated and reissued an HR Portal component that provides online access for supervisors about their direct reports performance planning status.

- We adjusted the Performance and Development Plan format to match the process and data gathering needs.

Action Steps:

- Quality Initiative project (HR and Health Systems Quality Assurance division) to identify barriers, concerns and improve results. TARGET: July/August 2007

- Customizing PDP training for QI participants (will assess effectiveness and application to rest of agency).

- Refining tracking reports on the HR Portal to include online reports to track employee status. TARGET: July/August 2007

Deploy Workforce

Employee Survey "Productive Workplace" Ratings

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

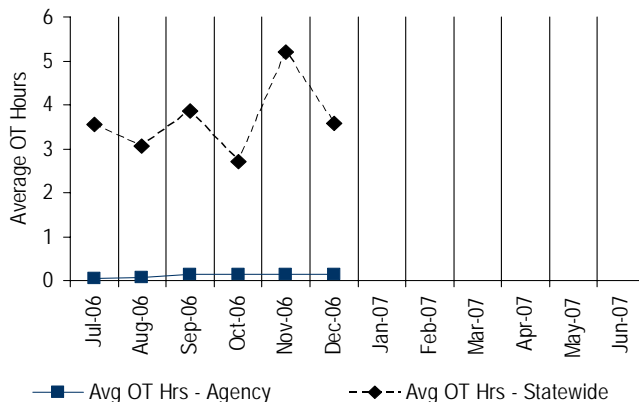**Employee survey ratings on "productive workplace" questions**

Overtime usage

Sick leave usage

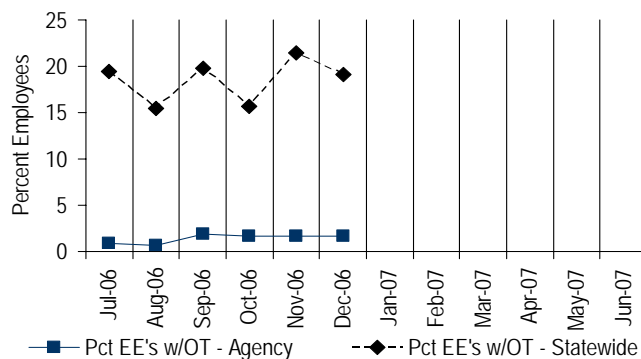Non-disciplinary grievances/appeals filed and disposition (outcomes)
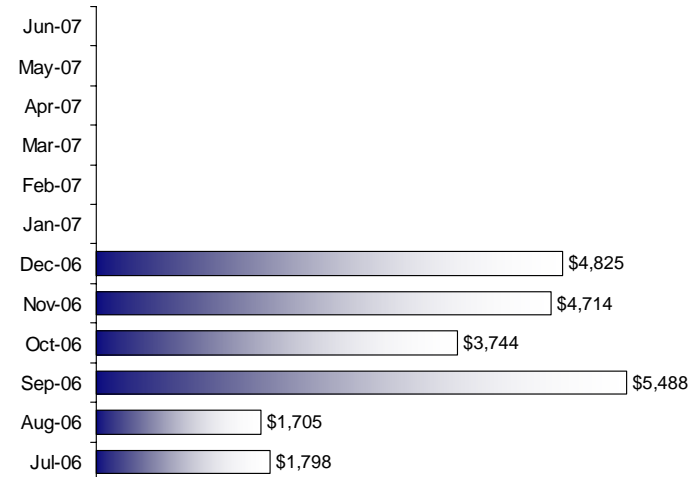
Safety and Workers Compensation (TBD)

Avg

Q4. I know what is expected of me at work.

| 1% | 3% | 7% | 41% | 48% | 4.3 |

Q1. I have opportunity to give input on decisions affecting my work.

| 5% | 6% | 23% | 40% | 26% | 3.8 |

Q2. I receive the information I need to do my job effectively.

| 1% | 4% | 13% | 56% | 25% | 4.0 |

Q6. I have the tools and resources I need to do my job effectively.

| 1% | 3% | 14% | 52% | 29% | 1% | 4.1 |

Q7. My supervisor treats me with dignity and respect.

| 3% | 3% | 8% | 21% | 65% | 1% | 4.4 |

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 6% | 9% | 20% | 29% | 36% | 1% | 3.8 |

Q9. I receive recognition for a job well done.

| 8% | 12% | 24% | 31% | 25% | 1% | 3.6 |

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always ■ No Response

Overall average score for Productive Workplace Ratings: 4.0

Analysis:

- Questions 8 and 9 can be tied to performance assessment completion rate, as the formal feedback and recognition process. They can also reflect informal recognition that is not happening in a manner that is meaningful to individuals.

- Generally speaking, staff know what is expected of them at work.

- Overall score is good (4).

- Ratings are high in treating employees with respect.

Action Steps:

- An agency wide effort is being promoted by HR staff and through discussions at Senior Management Team meetings and division management team meetings to focus on improvement, especially in the setting of expectations/training plans and assessment of performance. We will hope to see an improvement in the response during the next employee survey (DOP sponsored).

Overtime Usage

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
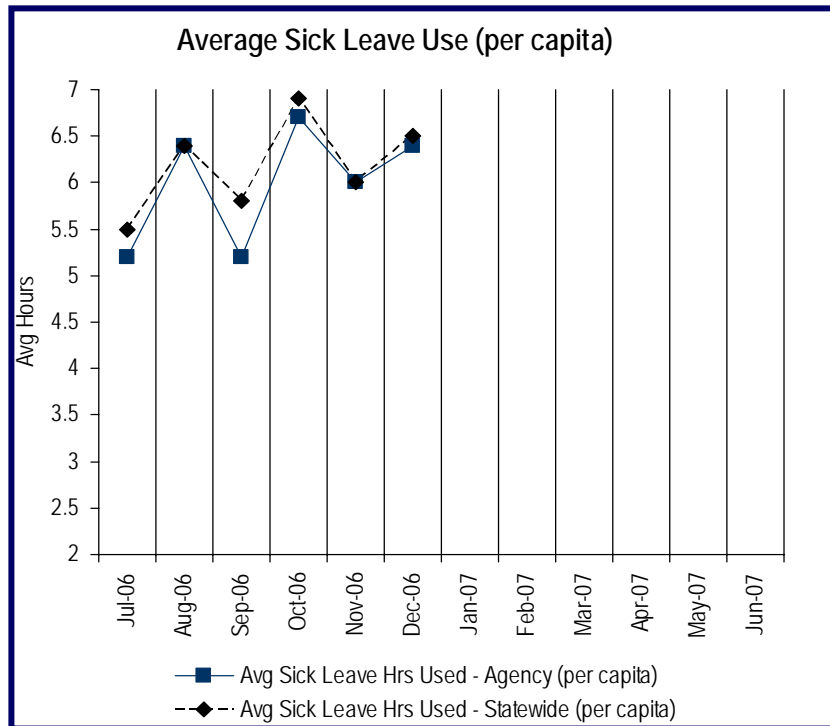
Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Average Overtime (per capita) *

— Avg OT Hrs - Agency   — Avg OT Hrs - Statewide

% Employees Receiving Overtime *

— Pct EE's w/OT - Agency   — Pct EE's w/OT - Statewide

Overtime Cost - Agency

Month	Cost
Dec-06	$4,825
Nov-06	$4,714
Oct-06	$3,744
Sep-06	$5,488
Aug-06	$1,705
Jul-06	$1,798

Analysis:

- Agency overtime use is minimal (less than $23,000).

Action Steps:

- HR staff will continue to track twice a year in this report and identify any trends that may cause concern (i.e., increases, peaks and valleys, etc.).

* Statewide overtime values do not include DNR

Data as of 12/2006
Source: HRMS/BW

Sick Leave Usage

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Average Sick Leave Use (per capita)

— Avg Sick Leave Hrs Used - Agency (per capita)
-◆- Avg Sick Leave Hrs Used - Statewide (per capita)

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used, per capita – Agency	Avg Hrs SL Used, per capita – Statewide	% of SL Hrs Earned, per capita – Agency	% of SL Hrs Earned, per capita – Statewide
6.0 Hrs	6.2 Hrs	**77.8**%	79.8%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used – Agency (those who took SL)	Avg Hrs SL Used – Statewide (those who took SL)	% SL Hrs Used vs Earned – Agency (those who took SL)	% SL Hrs Used vs Earned – Statewide (those who took SL)
10.9 Hrs	11.7 Hrs	**135.9**%	145.8%

Sick Leave time period = 7/2006 through 12/2006

Analysis:

- DOH staff use sick leave at, minimally below and parallel to the statewide average use (per capita).

- DOH staff are at or minimally below the statewide average for those staff who earned/ took sick leave.

- Initial review of sick leave use does not show division or other trends that would indicate misuse or other concerns.
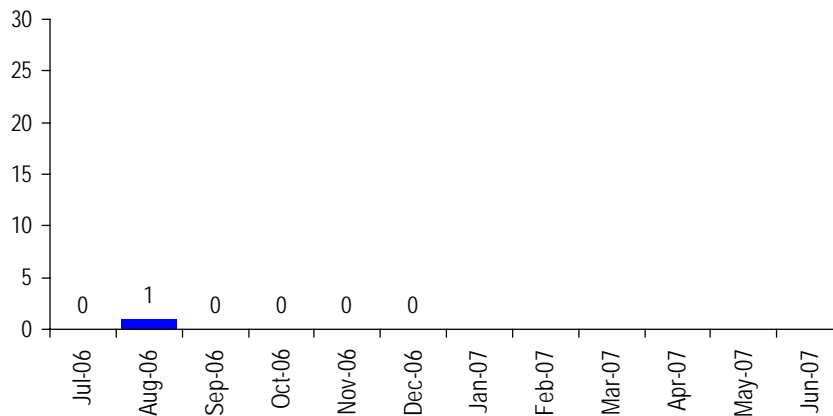
Action Steps:

- We will continue to watch and track any changes that may be indicators of new or escalating issues.

- We are further examining agency use of nine (9) sick leave types, focusing on the highest use reasons to identify any trends or issues. TARGET: October, 2007 report

- Focusing on Health and Productivity approach; setting framework to influence healthy behaviors that translate into healthier and more productive employees. We have a one year plan and a five year plan with developing measures. TARGET: Ongoing with specific timelines tied to the activities. We will update on any outcomes or outputs in the October report)

* Statewide data does not include DOL, DOR. L&I, and LCB
Source: HRMS/BW

Deploy Workforce

Non-Disciplinary Grievances (represented employees)

Washington State Department of Health

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Number of Non-Disciplinary Grievances Filed

Total Non-Disciplinary Grievances = 1

Type of Non-disciplinary Grievances

- Vacation leave 100%

Non-Disciplinary Grievance Disposition*
(Outcomes determined during 07/06 through 12/06)

- WFSE grievance filed in August 2006: Settled with union at Step 3, 11/2006.

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Analysis:

- Continues to be a low impact area and the small data set prevents us from identifying any trends.
- Circumstances of this particular grievance were atypical and unlikely to reoccur or set any trend.

Action Steps:

- The Labor Relations Manager will monitor and pinpoint any unusual increases or 'hot spots' as data is reported quarterly.

Deploy Workforce

Non-Disciplinary Appeals (mostly non-represented employees)

Health — Washington State Department of Health

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Filings for DOP Director's Review

Time Period = 7/2006 through 12/2006

0 Job classification

0 Rule violation

0 Name removal from register

0 Rejection of job application

0 Remedial action

0 Total filings

Filings with Personnel Resources Board

Time Period = 7/2006 through 12/2006

0 Job classification

0 Other exceptions to Director Review

0 Layoff

0 Disability separation

0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Develop Workforce

Washington State Department of Health

Individual Development Plans

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions
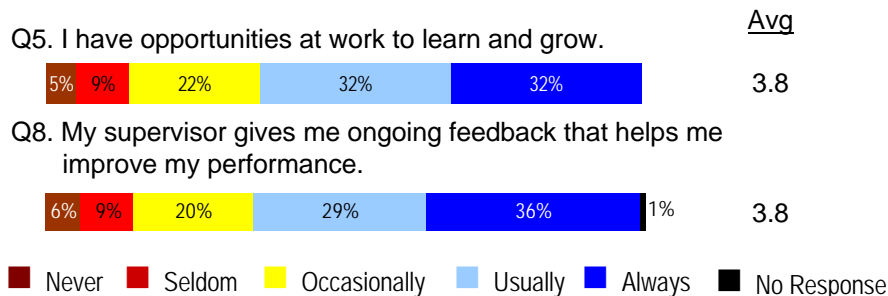
Competency gap analysis (TBD)

Percent employees with current individual development plans = 44%

Total # of employees with current IDPs* = 272

Total # of employees* = 646

*Applies to employees in permanent positions, both WMS & WGS

Employee Survey "Learning & Development" Ratings

Avg

Q5. I have opportunities at work to learn and grow.

5%	9%	22%	32%	32%

3.8

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

6%	9%	20%	29%	36%	1%

3.8

■ Never ■ Seldom ■ Occasionally ■ Usually ■ Always ■ No Response

Overall average score for Learning & Development Ratings: 3.8

Analysis:

- The HR Portal is how we document and report data on performance planning (i.e., all portions of the performance and development process and position description updates). Developed summer of 2006 and in continuous refinement. Challenge: report accuracy has been difficult to validate.

- Updated and reissued an HR Portal component that provides online access for supervisors about their direct reports performance planning status.

- We adjusted the Performance and Development Plan format to match the process and data gathering needs.

- Survey ratings show feedback is being shared with employees informally.

Action Steps:

- Quality Initiative (HR and Health Systems Quality Assurance division) to identify barriers, concerns and improve results. TARGET: July/August, 2007.

- Customizing PDP training for QI participants.

- HR Director is working with IT staff to refine tracking reports on the HR Portal to include online reports to track employee status. TARGET: July/August 2007

Reinforce Performance

Current Performance Evaluations

Washington State Department of Health

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Percent employees* with current performance evaluations = 40%

Total # of employees with current performance evaluations* = 276

Total # of employees* = 692

*Applies to employees in permanent positions, both WMS & WGS

Analysis:

- January 1, 2007 distributed PDP guidelines to supervisors and managers.

- User feedback about the Performance and Development Plan format helped us adjust it to better meet user needs and match the process (i.e., split sections 1-3 from sections 4-6 to match the setting of expectations and training plan, and the performance tracking and assessment).

- Updated and reissued one of the HR Portal components that provides information about direct reports for supervisors (i.e., online access about performance tracking data for those employees reporting to a supervisor).

Action Steps:

- Quality Initiative (HR and Health Systems Quality Assurance division) to identify barriers, concerns and improve results (i.e., completed expectations and development plans) began March, 2007 through July, 2007.

- Customizing PDP training for QI participants.

- Refining tracking reports on the HR Portal to include online reports to track employee status. TARGET: July/August 2007

Reinforce Performance

Employee Survey "Performance & Accountability" Ratings

Health — Washington State Department of

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
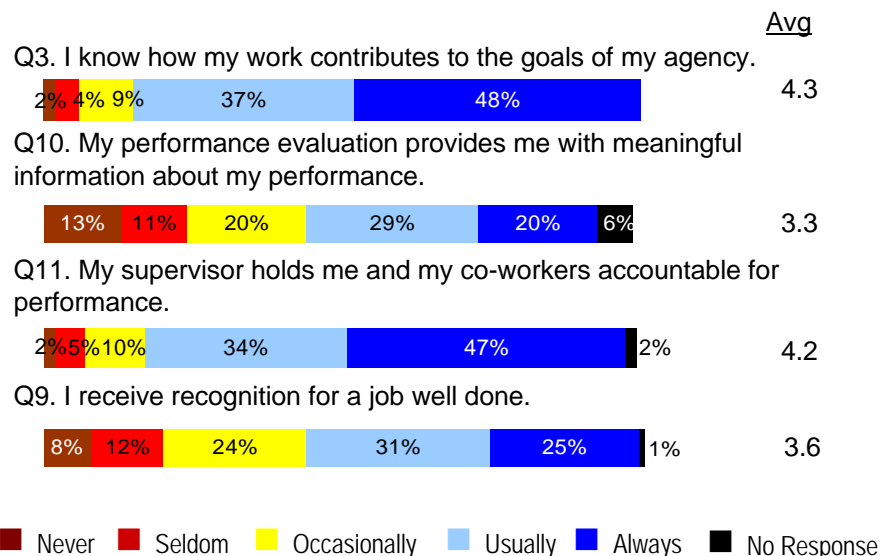
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Avg

Q3. I know how my work contributes to the goals of my agency.

| 2% | 4% | 9% | 37% | 48% |

4.3

Q10. My performance evaluation provides me with meaningful information about my performance.

| 13% | 11% | 20% | 29% | 20% | 6% |

3.3

Q11. My supervisor holds me and my co-workers accountable for performance.

| 2% | 5% | 10% | 34% | 47% | 2% |

4.2

Q9. I receive recognition for a job well done.

| 8% | 12% | 24% | 31% | 25% | 1% |

3.6

■ Never ■ Seldom ☐ Occasionally ☐ Usually ■ Always ■ No Response

Overall average score for "Performance & Accountability" ratings: 3.9

Analysis:

- Questions 9 and 10 reflect the lack of focus on setting expectations and development plans and assessing staff performance.

- Supervisors appear to be communicative about how staff work links to the agency goals and they do seem to hold staff accountable for performance; it just isn't necessarily done using the formal processes or formats.

- Overall score is good at 3.9.

Action Steps:

- Quality Initiative (HR and Health Systems Quality Assurance division) to identify barriers, concerns and improve results (i.e., completed expectations and development plans) began March, 2007 through July, 2007.

- Customizing PDP training for QI participants.

- Refining tracking reports on the HR Portal to include online reports to track employee status. TARGET: July/August 2007

Reinforce Performance

Washington State Department of Health

Formal Disciplinary Actions

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Action Taken
Time period = 7/2006 through 12/2006

Dismissals	1
Demotions	0
Suspensions	0
Reduction in Pay*	0
Total Disciplinary Actions*	**1**

* Reduction in Pay is not currently available in HRMS/BW.

Issues Leading to Disciplinary Action

▪ Violation of state ethics laws re: use of state resources.

Analysis:

▪ In DOH, disciplinary actions are traditionally a low impact area.

Action Steps:

▪ The HR Operations Manager is monitoring for any significant increases in types of issues, consistency of approach, or other factors that appear.

Reinforce Performance

Disciplinary Grievances and Appeals

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
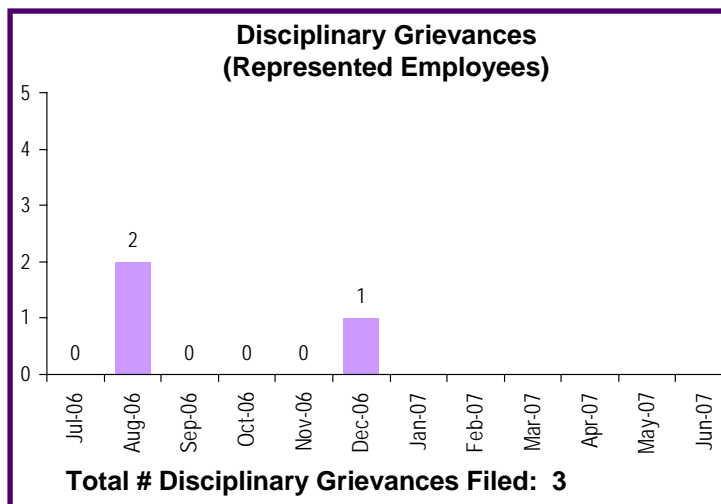
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

**Disciplinary Grievances
(Represented Employees)**

Bar chart values: Jul-06: 0, Aug-06: 2, Sep-06: 0, Oct-06: 0, Nov-06: 0, Dec-06: 1, Jan-07, Feb-07, Mar-07, Apr-07, May-07, Jun-07

Total # Disciplinary Grievances Filed: 3

**Disciplinary Appeals
(Non-Represented Employees
filed with Personnel Resources Board)**

Time Period = 7/2007 through 12/2007

0 Dismissal

0 Demotion

0 Suspension

0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

Time period = 07/2006 through 12/2006

- WFSE grievance filed in August 2006: settled with Union at Step 2, 08/2006.
- WFSE second grievance filed in August 2006: settled with union at Step 3, 10/2006.
- WFSE grievance filed in December 2006: withdrawn by union at Step 2, 01/2007.

Analysis:

- The number of disciplinary grievances and appeals remains low. During this time frame, 12 employees were disciplined. Nine employees did not file a disciplinary grievance or appeal. Three employees did contest the action taken; one was withdrawn and two were settled.
- We have not had any arbitrations to date.

Action Steps:

- The number of disciplinary grievances and appeals remains low and is not significant.

ULTIMATE OUTCOMES

Washington State Department of Health

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

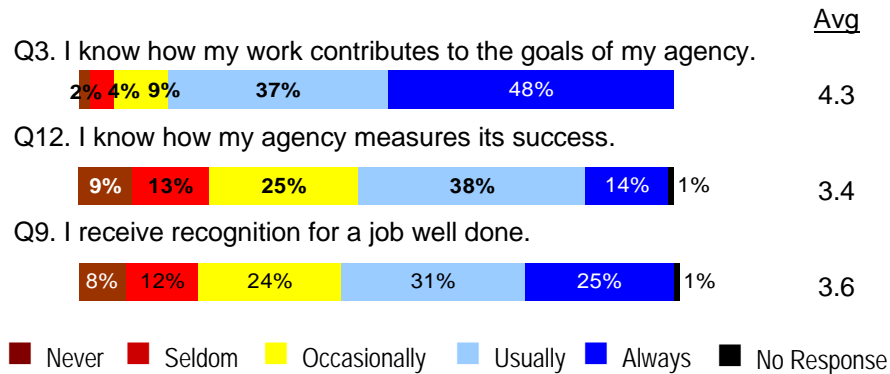Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Avg

Q3. I know how my work contributes to the goals of my agency.

| 2% | 4% | 9% | 37% | 48% |

4.3

Q12. I know how my agency measures its success.

| 9% | 13% | 25% | 38% | 14% | 1% |

3.4

Q9. I receive recognition for a job well done.

| 8% | 12% | 24% | 31% | 25% | 1% |

3.6

■ Never　■ Seldom　■ Occasionally　■ Usually　■ Always　■ No Response

Overall average score for Employee Commitment ratings: 3.8

Analysis:

- We appear to have a committed workforce.

- Question 12 has shown improvement since the 1999 DOH survey.

Action Steps:

- We have established an Office of Performance and Accountability that is responsible to develop the agency strategic plan, and guide GMAP and HealthMAP (the internal DOH GMAP approach) activities. This office is setting framework, workgroups and tracking systems to improve our results. TARGET: Ongoing

Health

ULTIMATE OUTCOMES

Turnover Rates

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Performance Measures
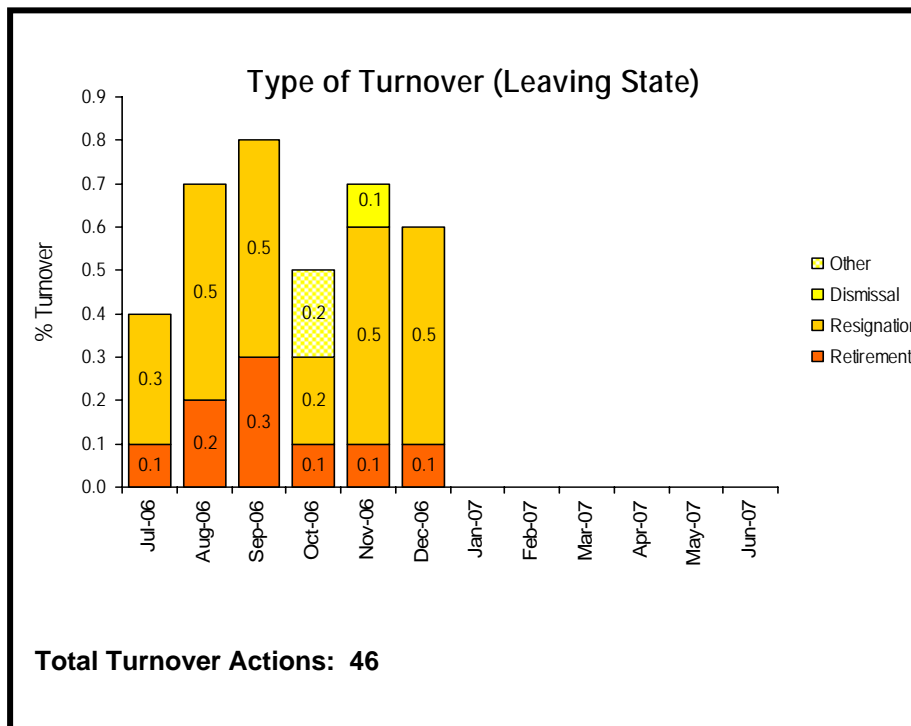
Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Type of Turnover (Leaving State)

Total Turnover Actions: 46

Analysis:

- Retirement = .9%
- Resignation = 2.5%
- Dismissal = .1%
- Other = .2%
- Grand Total = 3.7%
- HRMS/BW Data does not include movement between agencies.
- Data appears consistent with prior years.

Action Steps:

- HR staff will continue to track and identify any trend changes and impacts on recruitment needs.
- As data becomes available about retirement eligibility changes, include that into the tracking and analysis.

Workforce Diversity Profile

Washington State Department of Health

ULTIMATE OUTCOMES

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Performance Measures

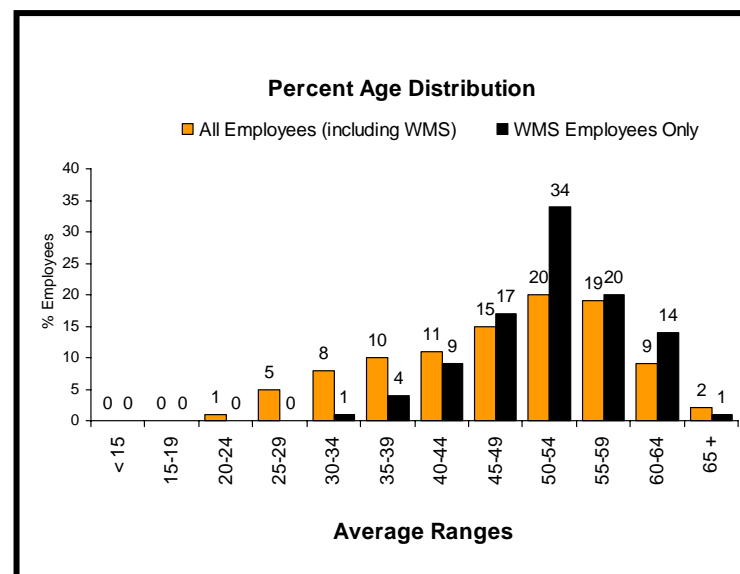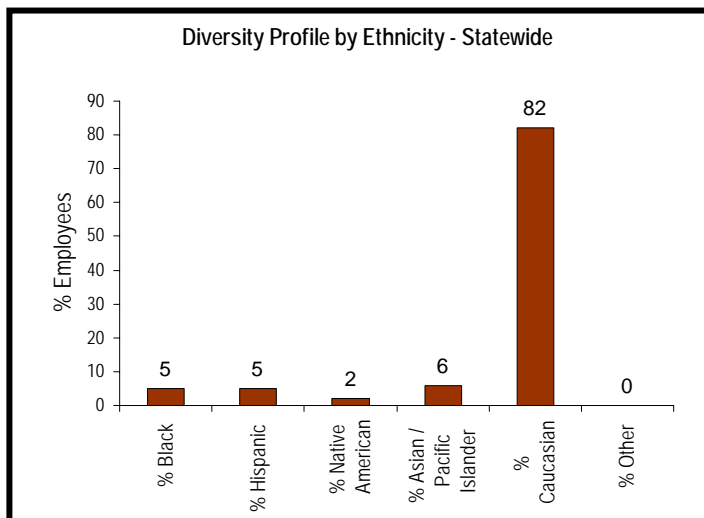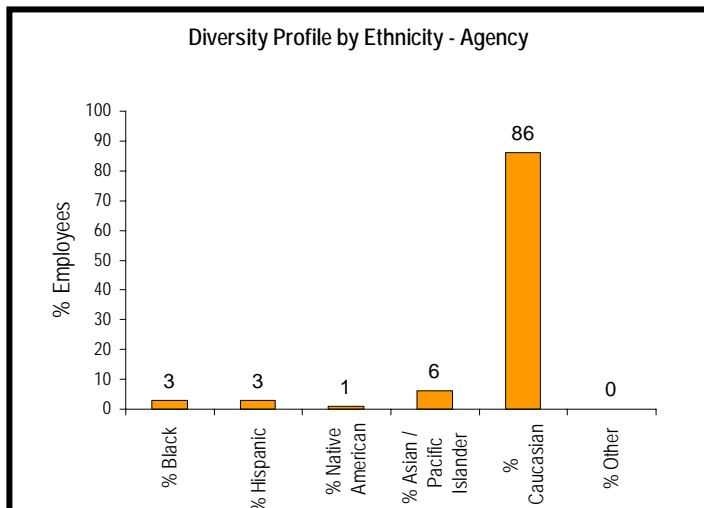Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

	Agency	State
Female	64%	52%
Disabled	4%	5%
Vietnam Vet	4%	7%
Disabled Vet	2%	2%
People of color	14%	18%
Persons over 40	76%	75%

Diversity Profile by Ethnicity - Agency

% Employees

% Black	% Hispanic	% Native American	% Asian / Pacific Islander	% Caucasian	% Other
3	3	1	6	86	0

Diversity Profile by Ethnicity - Statewide

% Employees

% Black	% Hispanic	% Native American	% Asian / Pacific Islander	% Caucasian	% Other
5	5	2	6	82	0

Percent Age Distribution

■ All Employees (including WMS)   ■ WMS Employees Only

% Employees

Age Range	All Employees	WMS Employees Only
<15	0	0
15-19	0	0
20-24	1	0
25-29	5	0
30-34	8	1
35-39	10	4
40-44	11	9
45-49	15	17
50-54	20	34
55-59	19	20
60-64	9	14
65 +	2	1

Average Ranges

Analysis:

- Majority of staff are female, Caucasian and over 40.
- Average age is 47.
- Low on targets for people of color, persons of disability and Vietnam Vets.

Action Steps:

- HR staff are targeting decentralized recruitment and outreach efforts for two job categories; Officials and Administrators and Public Health Officials to increase applicant pools, identify and build relationships with new resources. Next report to the agency is tentatively set for July, 2007 HealthMAP.

Data as of 12/2006
Source: HRMS/BW